

EMW-2022-GR-APP-00053

Application Information

Application Number: EMW-2022-GR-APP-00053

Funding Opportunity Name: Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

Funding Opportunity Number: DHS-22-TTP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: CARTER CENTER, INC., THE

Organization ID: 23936

Type: Nonprofit having 501(c)(3) status with IRS, other than institutions of higher education

Division: Peace Programs

Department: Programs Development

EIN: (b)(6)

EIN Shared With Organizations:

DUNS: 157738295

DUNS 4:

Congressional District: Congressional District 05, GA

Physical Address

Address Line 1: 453 John Lewis Freedom PKWY NE

Address Line 2: [Grantee Organization > Physical Address > Address 2]

City: Atlanta

State: Georgia

Province:

Zip: 30307-1496

Country: UNITED STATES

Mailing Address

Address Line 1: 453 John Lewis Freedom PKWY NE

Address Line 2: [Grantee Organization > Mailing Address > Address 2]

City: Atlanta

State: Georgia

Province:

Zip: 30307-1496

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Creating Conflict Resilience Through Social Labs

Program/Project Congressional Districts: Congressional District 06, AZ

Congressional District 06, GA

Congressional District 02, NC

Proposed Start Date: Sat Oct 01 00:00:00 GMT 2022

Proposed End Date: Sun Dec 31 00:00:00 GMT 2023

Areas Affected by Project (Cities, Counties, States, etc.): Maricopa County, AZ; Fulton County, GA; Wake County, NC

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$557102
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$557102

Is application subject to review by state under the Executive Order 12373 process? Program is not covered by E.O. 12372.

Is applicant delinquent on any federal debt? false

Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Christopher Brown	(b)(6)		Signatory Authority Secondary Contact
Mercedes Sprouse			Authorized Official Primary Contact

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Targeted Violence and Terrorism Prevention Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$73287
Fringe Benefits	\$19971
Travel	\$3672
Equipment	\$0
Supplies	\$0
Contractual	\$411700
Construction	\$0
Other	\$0
Indirect Charges	\$48472
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$0
Income	Amount
Program Income	\$0

How are you requesting to use this Program Income? [\$budget.programIncomeType]

Direct Charges Explanation:

Indirect Charges explanation:

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Mercedes Sprouse

Signed Date: Tue May 17 00:00:00 GMT 2022

Signatory Authority Title: Chief Financial Officer

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Mercedes Sprouse

Signed Date: Tue May 17 00:00:00 GMT 2022

Signatory Authority Title: Chief Financial Officer

Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Mercedes Sprouse

Signed Date: Tue May 17 00:00:00 GMT 2022

Signatory Authority Title: Chief Financial Officer

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION

The Carter Center, Inc.

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: * First Name: Middle Name:
* Last Name: Suffix:
* Title:

* SIGNATURE:

* DATE:

Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

05/14/2022

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

The Carter Center, Inc.

* b. Employer/Taxpayer Identification Number (EIN/TIN):

(b)(6)

* c. UEI:

KNPNLAV2FWW6

d. Address:

* Street1:

453 John Lewis Freedom Parkway NE

Street2:

* City:

Atlanta

County/Parish:

* State:

GA: Georgia

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

30307-1496

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

* First Name:

Mercedes

Middle Name:

* Last Name:

Sprouse

Suffix:

Title:

Senior Associate Director of Development

Organizational Affiliation:

* Telephone Number:

(b)(6)

Fax Number:

* Email:

(b)(6)

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

* 12. Funding Opportunity Number:

DHS-22-TTP-132-00-01

* Title:

Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Creating Conflict Resilience Through Social Labs

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="557,102.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="557,102.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:



USAID
FROM THE AMERICAN PEOPLE

NEGOTIATED INDIRECT COST RATE AGREEMENT

June 3, 2021

The Carter Center, Inc.
453 Freedom Parkway
Atlanta, GA 30307

The rates approved in this Agreement are for use on grants, contracts and other agreements with the Federal Government to which 2 Code of Federal Regulations (CFR) 200 applies, subject to the conditions in section II.A, below. The rate(s) were negotiated by the U.S. Agency for International Development in accordance with the authority contained in Appendix IV, Paragraph C.2(a) of the CFR.

SECTION I: NEGOTIATED INDIRECT COST RATES

TYPE	EFFECTIVE PERIOD		INDIRECT COST RATE
	FROM	THROUGH	MANAGEMENT AND GENERAL (a)
Final	09-01-18	08-31-19	9.53%
Provisional	09-01-19	Until Amended	9.53%

Base of Application

(a) Total direct costs excluding donated goods

SECTION II: GENERAL

- A. LIMITATIONS: Use of the rate(s) contained in this Agreement is subject to all statutory or administrative limitations and is applicable to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated upon the following conditions:
1. That no costs other than those incurred by the grantee/contractor or allocated to the grantee/contractor via an approved central service cost allocation plan were included in its indirect cost rate proposal and that such incurred costs are legal obligations of the grantee/contractor and allowable under the governing cost principles,
 2. That the information provided by the grantee/contractor which was used as a basis for acceptance of the rate(s) to herein is not subsequently found to be materially inaccurate,
 3. That the same costs that have been treated as indirect costs have not been claimed as direct costs, and
 4. That similar types of costs have been accorded consistent treatment.
- B. ACCOUNTING CHANGES: The grantee/contractor is required to provide written notification to the indirect cost negotiator prior to implementing any changes which could affect the applicability of the approved rates. Any changes in accounting practice to include changes in the method of charging a particular type of cost as direct or indirect and changes in the indirect cost allocation base or allocation methodology require the prior approval of the Office of Overhead, Special Cost and Closeout (OCC). Failure to obtain such prior written approval may result in cost disallowance.
- C. NOTIFICATION TO FEDERAL AGENCIES: A copy of this document is to be provided by this organization to other Federal funding sources as a means of notifying them of the Agreement contained herein.
- D. PROVISIONAL-FINAL RATES: The grantee/contractor must submit a proposal to establish a final indirect cost rate within nine months after its fiscal year end. Billings and charges to Federal awards must be adjusted if the final rate varies from the provisional rate. If the final rate is greater than the provisional rate and there are no funds available to cover the additional indirect costs, the organization may not recover all indirect costs. Conversely, if the final rate is less than the provisional rate, the organization will be required to pay back the difference to the funding agency.

E. SPECIAL REMARKS:

1. Indirect costs charged to Federal grants/contracts by means other than the rate(s) cited in the agreement should be adjusted to the applicable rate(s) cited herein which should be applied to the appropriate base to identify the proper amount of indirect costs allocable to the program.
2. Grants/contracts providing for ceilings as to the indirect cost rate(s) or amount(s), which are indicated in Section I above, will be subject to the ceilings stipulated in the grant, contract or other agreement. The ceiling rate(s) or the rate(s) cited in this Agreement, whichever is lower, will be used to determine the maximum allowable indirect cost on the grant or contract agreement.
3. The rates hereby approved are subject to periodic review by the Government at any time their use is deemed improper or unreasonable. You are requested to advise the Government promptly of any circumstances, which could affect the applicability of the approved rates.
4. You are directed to submit adjustment or final financial expenditure reports (SF-425) for all flexibly priced grants and other agreements; or adjustment or final vouchers for all flexibly priced contracts within 120 days after settlement of the final annual indirect cost rates. Audit adjustments should be clearly delineated so as to be readily identifiable for verification by this office. Care should be taken that amounts claimed do not exceed award limitations or indirect cost rate ceilings. USAID will deobligate any remaining funds if the required financial expenditure reports or vouchers are not submitted within 120 days. Once the money is de-obligated, it will not be reinstated.

ACCEPTED: **The Carter Center**

BY (b)(6)
Signature
Christopher D. Brown
Printed or Typed Name
VP - Finance & Treasurer
Title
6/10/2021
Date

(b)(6)
Eugenia L. Brown
Agreement Officer
Overhead, Special Cost and Closeout Branch
Cost, Audit and Support Division
Office of Acquisition and Assistance
U.S. Agency for International Development

THE
CARTER CENTER



Waging Peace. Fighting Disease. Building Hope.

Project Narrative

*In Response to the U.S. Department of Homeland Security Notice of Funding
Opportunity Number DHS-22-TTP-132-00-01 Fiscal Year 2022 Targeted
Violence and Terrorism Prevention Grant Program*

Project Title: Creating Conflict Resilience Through Social Labs

Applicant: The Carter Center
453 John Lewis Freedom Parkway NE, Atlanta, Georgia 30307

Locations: Maricopa County, AZ; Fulton County, GA; Wake County, NC

Application Track: Innovation

Project Type: 3. Civic Engagement

Funds Requested: \$557,102

Abstract: Drawing on extensive international experience, The Carter Center will work in partnership with Root Change to establish three citizen-led social labs for depolarization and violence prevention in Arizona, Georgia, and North Carolina. These bipartisan labs will develop innovative, community-driven strategies that will identify risk factors for antisocial behavior, radicalization, and violence in select counties; form teams to devise and test solution strategies; and, through the process, improve local trust, collaboration, and accountability. Each lab will include approximately 50 participants, including, for example, grassroots activists, civic groups, non-profit service providers, local employers, school personnel, and faith leaders. The labs will provide bipartisan grassroots input and support to community-based targeted violence and terrorism prevention efforts and serve as a transferrable community model that could be scaled nationwide.

ND Grants EMW: EMW-2022-GR-APP-00053

The following pages of this application include information that is confidential and proprietary; data shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this application.

1. Needs Assessment

The runup to the 2020 election saw a global pandemic, an increasingly distrustful public, and acute political tensions, raising the specter of political violence. These challenges linger, potentially influencing the run-up to ongoing democratic processes and in particular future elections. This project is designed to mitigate identity-based violence in at-risk communities: Maricopa County, AZ, Fulton County, GA, and Wake County, NC. It will also extract lessons, strategies and tactics that could ultimately be used in numerous vulnerable counties across the U.S. to mitigate violence in the future. The states were selected because of their high degrees of polarization and the increasingly important role they play in determining the outcome of federal elections. The decision to focus on these counties was informed by the proprietary *Risk Index for Politically Motivated Violence and Democratic Disruption*, which is maintained by Princeton University's Bridging Divides Initiative in support of Carter Center programming in the United States. It is an analytical tool combining available, county-level data to better understand conflict dynamics, in particular those related to the interaction of social trust and polarization, mobilization, history of violence, and political relevance. According to the Risk Index, the three counties selected face the highest risk in their respective states:

Maricopa County, AZ

Out of all counties in the United States, Maricopa County ranks first in Index Score, suggesting a particularly high degree of risk for political violence and associated anti-democratic behavior. Maricopa County ranks high on partisan polarization/low social trust, history of violence, and political relevance variables. Quantitative data on Maricopa County is supported by qualitative factors. Fueled by (ultimately unfounded) concerns about the election results, the Arizona legislature took the unprecedented step of hiring an external firm to audit the elections. Arizona is also the state with the highest percentage of QAnon candidates running for office in 2022. While such candidates are not a direct target of this programming, their numbers suggest wider community radicalization. Immediate implementers of the social lab in Maricopa County will number around 50, though the ultimate number of beneficiaries will be much higher. The population of Maricopa County is 4,420,568.

Fulton County, GA

Fulton County, GA ranks fifth in the National Violence Risk Index, which is the highest in Georgia. According to the Index, Fulton County has a higher correlation with both the polarization/low social trust and history of violence variables than Maricopa County. In the 2020 election cycle the state saw multiple death threats against elections officials and candidates for office. Historically Black Colleges and Universities in the state have received multiple bomb threats. Immediate implementers of the social lab in Fulton County will number around 50, though the ultimately number of beneficiaries will be much higher. The population of Fulton County is 1,066,710.

Wake County, NC

Wake County, NC ranks twenty-fourth on the Violence Risk Index across all American counties and first amongst North Carolina counties. While this is lower on the Index than some other counties, Wake is included as a target locale for this project in part because of its location in North Carolina. The Carter Center has been working in the state since the fall of 2020. This gives

us a relatively robust statewide Conflict Resilience Network that should position us well to recruit social lab participants. In addition, qualitative observations suggesting an elevated risk of political violence include threats levied against election workers in the 2020 cycle and at least one incident of an armed individual at a polling station. Immediate implementers of the social lab in Wake County will number around 50, though the ultimately number of beneficiaries will be much higher. The population of Wake County is 1,129,410.

The target population for this project includes influential voting age community members, citizens, business, faith, and civil society groups that affect the conflict landscape in their counties. In engaging these grassroots actors, we will make every effort to ensure that voices of women and marginalized groups and that age range (within voting-age), socio-economic level, and other identifying characteristics reflect the population demographics. The objective is to move the target population from its current state of heightened risk of political polarity and violence to our goal state of reduced risk of political violence by enabling community leaders to identify risk factors for radicalization and violence and increase social trust and collaboration in their communities.

There are a range of bi-partisan local peacebuilding, civil rights, and voting rights groups active in the three target counties. Several of these, including the NAACP, League of Women Voters, and Braver Angels, are already Carter Center collaborators. Representatives from NAACP and the League of Women Voters are already members of Carter Center Conflict Resilience Networks, and the Center has promoted Braver Angels trainings and workshops in its community engagements. This project will coordinate with and build on their efforts as appropriate. At the same time, our focus on bi-partisan organizing to facilitate grassroots experimentation with depolarization, social trust-building and violence mitigation is a unique effort.

2. Program Design

This project falls under the **Innovation Track, Type 3 ‘Civic Engagement’**. The project addresses DHS’s **Objective 2**: The local community has awareness of both the risk factors for – and the protective factors against radicalizing to violence. It addresses the **Outcome**: ‘Developed and implemented programs that increase protective factors against radicalization to violence.’

Problem Statement:

In recent years, political polarization has increased while confidence in American democracy has waned. According to a January 2022 poll from NPR/Ipsos, 64% of Americans believe U.S. democracy to be "in crisis and at risk of failing." Disinformation—often difficult to recognize—erodes democratic institutions, laws, and norms. Digital tools and social media create reinforcing echo chambers that exacerbate differences, reinforce polarity, and instigate alarm. Fear and distrust grow between groups of perceived differing identity traits or group affiliation, threatening to unravel norms that have undergirded democratic stability and social cohesion. Closely contested elections are now flashpoints that can trigger identity-based violence. More generally, identity-based politics increasingly impacts all aspects of society, prompting targeted violence beyond election cycles. By some estimates, nearly 200 mass shootings have taken place in the United States since January 2022. Greater social trust and conflict resilience is needed at

the primary prevention level to mitigate local risk factors that lead to polarization and, by extension, the types of extreme radicalization that lead to violence.

Program Goals and Objectives

Goals. The Carter Center’s vision for resilient communities and sustainable democracy lie in grass roots civic leadership that reinforces long term social cohesion, resiliency, and sustainable democratic principles. We aim to strengthen community participation in bi-partisan cooperation and consensus building because grassroots involvement and leadership are critical to mitigating the threatening forces of division, radicalization, and violence.

Objective(s). The Carter Center aims to achieve DHS Objective 2, raising local community awareness of both the risk factors for and the protective factors against radicalizing violence. Over a 15-month period, The Center and partner Root Change will capacitate 50 community actors in each of three counties to identify areas of risk, co-design and test solutions, and share best practices across their grassroots networks toward effective pro-democracy strategies. Through this process, The Center will achieve two objectives: 1) Local influencers will gain an increased awareness of the dangers of political polarization and radicalization; and 2) Local actors will develop capacity for collaboration to mitigate electoral and identity-based violence.

We believe that this project will be the first in the United States to employ citizen-led social labs for depolarization and violence prevention. Several organizations are actively engaged in projects aiming to increase voter participation, promote election security, or reform the electoral process. There are also bridge building and dialogue organizations working in these communities. Our proposed project is distinct from these efforts because it leverages carefully nurtured, bipartisan community trust and relationships to stimulate grassroots, cross-partisan depolarization and violence mitigation.

The Carter Center approach flows from and complements a broader effort through Conflict Resilience Networks (CRNs). The Center established CRNs in four states that we identified as being at heightened risk of political violence and other disruptions to the democratic process. These include Georgia, North Carolina, Arizona, and Central Florida. Each CRN is organized by one left-leaning and one right-leaning outreach lead.

Leveraging their substantial ties amongst community and political leaders in these states, the outreach leads bring together a cross-partisan mix of faith leaders, former elected officials, activists, and business leaders to do three things: 1) increase confidence in elections; 2) counter disinformation around elections; and 3) catalyze local platforms for conflict prevention and response surrounding the midterm elections.

First, working in concert with a strategic communications firm, the CRNs develop proactive messaging to increase confidence in elections in an effort to reduce the possibility of violence in the runup to the midterm elections and beyond. A key part of this effort is recruiting prominent endorsers for a basic set of principles surrounding the conduct of American elections. These include not knowingly spreading disinformation, accepting election results after appropriate legal challenges, and not inciting violence. In the runup to the midterm elections, these coalitions, including community leaders and other trusted messengers from across the political spectrum,

will push out messages around these themes. If successful, this effort will contribute to holding candidates and campaigns to standards of conduct that will engender a more constructive and less toxic atmosphere in key races in these target states, reducing the potential for violence.

Second, the networks of influencers can counter disinformation surrounding the midterm elections. The cross-partisan nature of the networks should position them to credibly promote reliable information around the elections, while debunking misinformation and conspiracy theories. The effort to build this capacity draws on one of the lessons learned from the 2020 election. At that time, there was a general lack of organized conservative voices, working with those on the left, to get ahead of the mis and disinformation that did so much to undermine the confidence of many Republicans in the electoral process. Creating deliberate cross-partisan, community-based structures will bolster confidence in the democratic process and reduce the potential for violence or other disruptions to the electoral process.

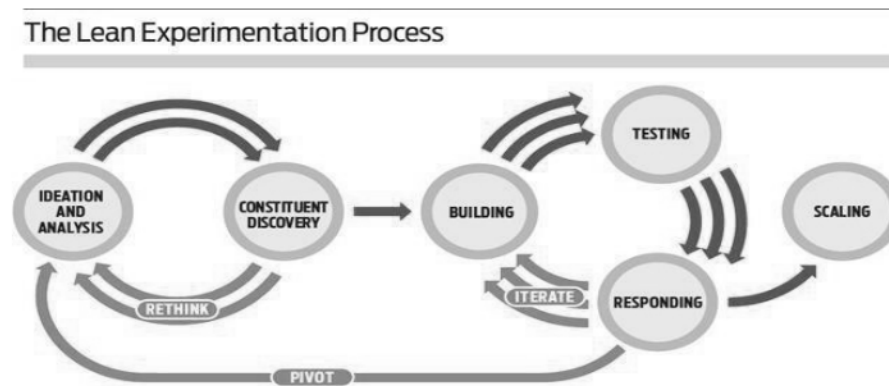
Finally, the CRNs will catalyze flexible local platforms for conflict prevention and response surrounding the midterms. This will entail mapping out how network members will coordinate with one another, and potentially local elected officials and law enforcement, to address efforts to disrupt the electoral process or other conflict triggers. The CRNs will attempt to leverage the voices of their members (liberal, centrist and conservative community leaders) from across their states to push back against potential violence.

Social Labs and the Lean Experimentation Process. Root Change has extensive experience using the social lab process as a tool for building social trust and mitigating conflict. Between 2014 and 2021, Root Change has convened 21 grassroots social labs in Nigeria, Malawi, Cambodia, and Colombia reaching more than 3000 estimated citizens. Illustratively, in Malawi there were 349 documented instances of change from community members, including citizen groups and CSOs, that were the target of lean experiments. Examples included greater transparency between local government and citizens, as well as enhanced trust between government, businesses and citizen groups. There were 84 recorded instances of greater citizen voice and participation and 52 recorded examples of greater government accountability. Separately, some 100 lab participants reported greater connectivity, trust and new strategies or ways of working, as a result of their participation in social labs. In 59 cases they also experienced increased confidence or demonstrated new knowledge and skills. In Nigeria, social labs proved to be effective at influencing government policy development and implementation, achieving a multitude of significant policy outcomes across twenty-five of Nigeria's states. With Root Change having convened social labs in Africa, Southeast Asia, and South America, we are keen to explore lessons derived from those contexts and how they might apply in the United States.

Participants in social labs learn to collaborate and build trust through "Lean Experimentation." During the lean experimentation process, participants identify a need and design and test an intervention to address that need. For example, the members of the social lab working to raise awareness and mitigate political polarization and identity-based violence might test ways of leading constructive community dialogue on polarizing issues; create a context-specific model of civic engagement for youth; or develop an intervention that facilitates greater social inclusion in community problem solving for those who feel alienated and marginalized. Although facilitators

support the process, the solution strategies are wholly community-owned. Needs are discovered, promising ideas are co-designed and analyzed by lab participants, and strategy initiatives are tested in their own communities with local partners and relevant constituents external to the lab. Depending on the response, strategies are further adapted and re-tested. Ideas that are effective are shared and scaled. Lean experiments are short time-bound micro-actions designed to quickly, at low cost, gather evidence to validate or invalidate an assumption - in this case assumptions about effective violence mitigation practices, or activities. The experiments are particularly well suited to conditions of extreme uncertainty and complexity (see Figure 1).

Figure 1. Lean Experimentation is an iterative process.



Using Social Labs to Broaden and Deepen CRN Reach. The CRNs the Center has established in Georgia, North Carolina and Arizona provide an excellent, bi-partisan foundation for strengthening democratic norms and mitigating identity-based violence. But to be most effective, the CRNs need greater grassroots reach and more space to experiment with depolarization and violence mitigation strategies. The innovative social lab process will meet these needs. Further, applying lessons from the Root Change experience in Nigeria, Malawi, Cambodia, and Colombia provides a unique opportunity for South to North learning.

Social lab participants will be made up of grassroots leaders recruited through outreach and briefings conducted by Carter Center personnel working in the three target states. They will conduct meetings with individual influencers, grassroots leaders, civic organizations, and religious institutions. In those sessions, they will raise awareness of the dangers of polarization and the threat of identity-based violence. They will also use these sessions to seek recommendations for grassroots participants for the social labs. A starting point will be meetings with the existing 200 or so members of Carter Center CRNs in these target states. The CRN members will serve as part of a “nominators network” that will identify grassroots participants for the social labs. In keeping with the Carter Center’s model of cross-partisan engagement, every effort will be made to ensure that the 50 lab participants in each target county are ideologically and demographically diverse.

In establishing the social labs in our three target counties, Carter Center and Root Change personnel will host learning workshops to raise awareness of the threats of political polarization and introduce pro-democracy themes and the Lean Experimentation process. We will present data on polarization and other threats to the stability of our democracy and posit the *hypothesis*

that bringing Americans together across partisan lines can be a vehicle for mitigating threats around elections and reducing identity-based violence. Most importantly, we will frame the core challenge facing the social labs as follows: How can we bring more Americans from across the political spectrum and from throughout society into constructive networks that can strengthen democratic norms and reduce polarization and identity-based violence? What strategies, tactics and experiences might we test that are most likely to build such networks?

Under this broad mandate, the three social labs (one per target county) will follow a three-month experimentation cycle to design, test, and adapt multiple lean experiments that require few resources and are carried out by diverse community actors. For each three-month experimentation cycle, social lab teams will receive a \$2,000 grant to support transportation, communication, and meeting costs. Each lab is typically testing between 5 and 7 lean experiments at any given time. The Carter Center anticipates that we will have tested 15 to 21 community-driven strategies by the end of 15 months.

Across these experiments, The Carter Center and Root Change will be assessing the extent to which it is possible to convene bi-partisan social labs and whether the bipartisan nature of the groups assists in depolarization or violence mitigation. So many of America's current social conflicts – and flashpoints for potential violence – have a partisan valence. Protests at school board meetings, threats against election officials, demonstrations for racial justice or in support of law enforcement – all of these are being animated by one side or other of the political divide. As such, we will examine whether the cross-partisan social capital and trust, built through the CRNs and the social labs, can be leveraged to address or respond to some of these other partisan flashpoints. Ideas for addressing apolitical intra-community challenges also will be considered, however, if they represent a community-identified priority.

Learning and Reflection Workshops. Initially, Carter Center and Root Change personnel will convene and facilitate workshops in each of the three counties to build the capacity of Social Lab participants in implementing the Lean Experimentation process. In addition, all social lab participants will reconvene every three months for a one-day Reflection Workshop to discuss what each team has learned, receive peer feedback, and redesign another round of experiments. Carter Center and Root Change Social lab facilitators will offer coaching sessions with teams in between reflection workshops based on demand from participants. An anonymous feedback survey is used during each reflection workshop to collect data on how participants view the social lab process and team dynamics. This data is shared back during reflection sessions as a way for groups to discuss openly how they work and where they might improve.

Peer-to-peer Networking and Lessons Learned. After the first six months, lab participants have opportunities to network with other social labs to share their stories, challenges, and lean experimentation learning. Promising strategies and tactics emerging from this three-state network of “citizen action-researchers” will be systematically documented by Carter Center and Root Change teams. The Carter Center will disseminate these strategies to civic actors, practitioners, academic researchers and others outside the lab to build interstate relationships and help equip civic actors with knowledge, skills, and resources to advance their goals. The Carter Center and Root Change will host a virtual learning summit at the end of the project to discuss challenges, share successes, identify and champion effective practices, and enhance coordination

among allies. The Center may also bring existing collaborators, like Braver Angels or the League of Women Voters, directly into these conversations.

We recognize that strategies will differ across state and county contexts. Therefore, it is important to understand and continually monitor the contextual factors that help or hinder effective collective action efforts.

Logic Model.

Theory of Change.

If local citizens come together to identify and address their own communities' risk factors to radicalization and violence;

Then they will enhance protective factors with resilient community-led solutions for bi-partisan relationships and community trust.

Short and Long Term Outcomes.

Short Term Outcomes. The Carter Center and Root Change aim to affect three key outcomes:

1. Community actors gain an awareness of the dangers of polarization. This increase in awareness will be measured through quantitative surveys conducted at beginning, midpoint, and end line of the project.
2. Community actors learn to recognize risks or threats of polarization. Ability to recognize risks will also be measured through quantitative tests at baseline, midline, and endline tests.
3. Community actors develop skills in co-designing and testing solutions. Ability will be assessed according to the successful implementation of the Lean Experimentation process. This assessment will be conducted per individual Social Lab participant and of the individual teams.

Long Term Outcomes. Long term outcomes anticipated as a result of this project are:

1. Effective solutions are adapted by target communities.
2. Cross-project learning expands understanding of violence mitigation.
3. Best practices are captured that can be scaled within and across counties.
4. Cross-partisan collaboration and trust are built and strengthened.
5. Social networks of cooperation and problem solving serve as protective factors that thwart radicalization and violence.
6. CRN efforts are informed and strengthened from Social Lab learnings.
7. CRN results are enhanced.
8. Identity-based violence is mitigated.

Activities.

Activities carried out during the project are explained further below. Key activities include:

1. 'Nominator Network' Consultations with CRN members and relevant NGOs. The Carter Center and Root Change personnel will meet with CRN actors and local representatives from key NGOs, such as Braver Angels, to receive recommendations to guide the recruitment of a diverse and representative pool of Social Lab participants in each county.

2. The Carter Center and Root Change personnel will conduct calls and interviews to recruit Social Lab participants.
3. Social Lab Launch Workshops. The Carter Center and Root Change personnel will convene and facilitate workshops to build capacity of Social Lab participants in implementing the Lean Experimentation process. At launch events in each of the three counties, Lab participants will convene to ideate and co-design solution strategies.
4. Lean Experimentation activities. Lab participants will convene community members to test the proposed solution strategies and determine viability and effectiveness.
5. Learning and Reflection Workshops. All social lab participants will convene every three months for a one-day Reflection Workshop to discuss what each team has learned through their lean experimentation activities, receive peer feedback, and redesign another round of experiments.
6. Peer-to-Peer Networking Events. Every six months, lab participants convene virtually to network with other social labs, to share experiences and lessons learned and to widen networks and strengthen relationships.
7. End of Project Virtual Summit. At the end of the project, The Carter Center and Root Change will host a virtual summit to convene Social Lab participants with state actors and influencers from the CRNs and relevant NGOs to discuss challenges, share successes, identify and champion effective practices, and enhance coordination among allies.
8. Coaching Activities. The Carter Center and Root Change personnel will provide ongoing coaching meetings throughout the project with Lab teams and individuals.

Inputs.

The inputs required to ensure successful implementation of project activities include:

1. Carter Center personnel time for consultations with existing CRN actors and relevant organizations.
2. Meeting and workshop venues (room rentals, AV equipment, and other required meeting venue resources).
3. Meeting supplies (for Lab Meetings, Peer to Peer Learning Sessions)
4. Carter Center and Root Change Facilitator time: A) to prepare for and participate in workshops and meetings, and B) to visit Experiment Activities to provide observation and/or coaching.
5. Ground Transportation for participants to travel to learning sessions.
6. Ground Transportation for facilitators to attend learning workshops, networking events, and coaching activities, and annual summits.
7. Meals and refreshments at learning sessions, networking event, learning and reflection workshops, and community testing workshops.
8. Communications materials for dissemination.

Contextual Factors and Underlying Assumptions.

- Assumptions: The Carter Center and Root Change continue their partnership for 15 months. Diverse and representative demographics from each country are open and able to participate in Social Lab and learning exchange activities.
- Contextual Factors: As the three target counties are vulnerable to identity-based violence, there is opportunity for discord and polarization within the diverse Social Lab environments. Carter Center and Root Change facilitators are well-versed and

experienced in mitigating these risks and addressing them in ways that build positive relationships. The required commitment of volunteer hours toward Social Lab activities may exclude some population groups from participation. Aware of this challenge, and bringing experience from similar contexts, project leads will take steps to ensure that a broad swath of demographics is represented.

Likelihood of Success.

The CRNs, led by influential leaders who are both experienced and trusted, are well-positioned to make a critical impact at the state level in raising awareness and garnering support to push back on misinformation, build trust, and mitigate political polarization. Their influence and the support they provide to the participants in the social labs should propel them forward. Coupled with other pro-democracy NGO activities in these states and the hands-on guidance of The Carter Center and Root Change, these social labs have a high likelihood of raising awareness and achieving measurable outcomes.

3. Organization and Key Personnel

Organization

The Carter Center has been at the forefront of conflict mitigation efforts globally, ranging from mediation to peace agreement negotiation and implementation, to preventing violence at a community-level in the Middle East and Africa. The Center works toward a holistic approach to peacebuilding – one that addresses various dimensions of the conflict – based on the belief that sustainable peace depends on engaging with everyone affected by the decisions made by the people at the negotiating table.

Starting in 2020, the Center began to apply our expertise in conflict mitigation and democracy strengthening here in the United States. The runup to the 2020 election saw a global pandemic, an increasingly distrustful public, and acute political tensions, raising the specter of political violence. As such – months before the January 6 insurrection – the Carter Center launched new streams of programming designed to increase confidence in U.S. elections and mitigate potential violence. Regarding the former, the Center worked to provide critical public information and analysis to citizens, election administrators, and journalists. Using an array of media – including infographics, animated video social media campaign, technical documents, webinars, trainings, and live interviews – The Center was able to reach millions of Americans, providing good information on the mechanics and integrity of U.S. election systems.

The Carter Center also developed a beta version of a national political violence risk assessment tool. That data helped inform a series of community-driven conflict mitigation interventions. The Center identified and convened dozens of community influencers (via Zoom workshops) in Pennsylvania, Georgia, and North Carolina, equipping them with targeted messages designed to reinforce confidence in the electoral process and push back against violence. Those efforts formed the basis of the current Violence Risk Index, developed by Princeton in 2021, and the Conflict Resilience Networks now established in Georgia, North Carolina, and Arizona.

Root Change is a global nonprofit, which helps social innovators scale-up enduring solutions to social and economic problems by designing products, technologies, and interactive experiences that help people, organizations, and communities build better futures for themselves. Root Change is widely recognized as a leading facilitator of organizational development for NGOs, social entrepreneurs and networks around the world. Through research, training, technical assistance, and mentoring services, Root Change helps communities and organizations to identify and pilot solutions and effectively manage institutional change. Hundreds of organizations worldwide, large and small, use Root Change’s social labs, and its network strengthening and capacity assessment tools to improve their performance. The impact of Root Change capacity building approaches can be found in over 25 countries, over 500 hundred NGOs and in over a dozen of the largest U.S. NGOs. Root Change pioneered social network analysis (SNA) in the social change sector and has worked with organizations in 25 countries, including the U.S., to map and analyze social systems.

Root Change is the creator of Pando, an online platform that integrates SNA and feedback surveys to create a holistic understanding of the system of actors and track systems change over time as actors work together to strengthen the system. Root Change’s approach to SNA involves developing the capacity of organizations to co-design network maps with local stakeholders and facilitate dialogue about the system with network map participants to draw out actionable insights together. Root Change has provided technical support and coaching to over 20 advocacy and collective action initiatives in the United States and a dozen countries in Africa, Asia, and Latin America. Root Change signature tools and platforms include collective impact, social labs, relationship mapping, and Constituent Voice Feedback.

Key Personnel

The Carter Center

Stacia George became director of the [Conflict Resolution Program](#) in 2021. She previously served as director for West and Central Africa and Haiti at Chemonics International Inc., a global implementer of international development assistance. George previously served as the deputy director for USAID’s Office of Transition Initiatives (OTI) and is an expert in conflict management and international development with specializations in conflict-affected environments, stabilization, democracy, and community-driven development programming. Earlier, George was a foreign policy fellow on the Africa Subcommittee of the U.S. Senate Foreign Relations Committee and was the practice director for government services at Caerus Associates. She held an International Affairs Fellowship from the Council on Foreign Relations in 2011. During 11 years with USAID, George was country representative for programs in the Federally Administered Tribal Areas of Pakistan. She managed OTI’s Afghanistan program as the deputy team leader for Asia and the Middle East, established programs in Colombia, Nepal, and Sudan, and served as country representative in the Democratic Republic of the Congo. George holds degrees in international studies and Spanish from Niagara University and International Conflict Management and Economics from the Johns Hopkins School of Advanced and International Studies.

Tom Crick is Project Advisor to the Carter Center's Conflict Resolution Program, currently working in support of the Center's U.S. Violence Mitigation Project. Crick joined the Carter Center in 1994 as a research assistant in the Conflict Resolution Program. He has since worked to support former U.S. President Jimmy Carter and the Carter Center's work to promote peace and democracy in numerous countries, including North Korea, the Great Lakes region of East Africa, China, Ethiopia, Sudan, Uganda, Liberia and the U.S. As associate director for the Conflict Resolution Program, he managed all aspects of multiple projects, including initiating and managing a 14-year community peacebuilding project in Liberia and is currently working to support political violence mitigation in the U.S., leading the Center's activities in the state of Georgia. Crick has a Master's degree in Irish Political Studies from the Queen's University of Belfast and has conducted doctoral work at the London School of Economics and Emory University. He is a trained mediator and was for eight years an adjunct faculty member at Emory University's School of Law.

Nathan Stock is an Associate Director with the Carter Center's Conflict Resolution Program. Stock is leading a new Carter Center project designed to help reduce identity-based violence in the U.S. He is also an Adjunct Professor of political dialogue at Furman University and a Non-Resident Scholar with the Middle East Institute. Stock has 15 years of experience working to reduce violence and strengthen democracy abroad, including nearly a decade working on Middle East conflicts with The Carter Center. He has lived and worked in Afghanistan, the Gaza Strip, and China. Stock holds an MA in international peace and conflict resolution from American University and a BA in international relations from Colgate University.

Root Change

Evan Bloom is a founder and managing partner of Root Change, an internationally recognized NGO that works with forward-looking organizations to inspire and inform local capacity development policy and practice and to create transformational change in under-served, underrepresented, and disadvantaged communities. He brings 30 years of experience to the field of international and community development. Before founding Root Change, Evan Bloom served as the Vice President for Capacity Building at Pact, Inc. His duties included setting strategic directions for Pact's organizational strengthening initiatives and projects, developing new capacity building technologies, and researching new pathways to higher nonprofit performance. During his 13-year tenure at Pact, Evan authored one of the most widely used capacity diagnostic tools in international development, co-founded the Impact Alliance, a global action network committed to strengthening the capacity of individuals and organizations to generate deep impact, and founded the Capacity Building Services Group.

4. Sustainability

Rooted in The Carter Center's long experience in leading conflict mitigation programs and the measurable impact achieved by Root Change is a shared commitment to sustainability. The Lean Experimentation process is one that develops capacity through experiential learning in contextual realities. The Carter Center and Root Change facilitators create a non-critical environment where failures are welcomed as part of the testing process toward success. Creating these safe spaces enables cooperation to flourish and trust to develop. Participants come away from months of

collaboration with newfound confidence in decision making, ideation, solutioning and cooperation. They discover that trust across party lines, self-identities, and perspectives are useful to finding a solution that works rather than threatening. Their data gathering and analysis to understand how and why strategies work builds sustainable skills in recognizing disinformation and misinformation and ferreting out the truth. Further, their engagement in testing solutions with community members outside of their Social Labs builds skills and confidence in communicating with a wide range of demographics that include multiple viewpoints that are all important to finding consensus.

Participants will end the project with tools and materials to continue to practice and deepen their new capacities at mitigating polarization and decreasing identity-based violence. They will be able to lead their own groups and develop new ones when problems arise, or in response to specific conflict triggers – such as election cycles. The low resource-requirement of these Social Labs make them easy to sustain, and to start up without external funding, which make them not only useful during elections but also when communities confront other challenges that may threaten stability and social cohesion.

The networks developed, and the linkages between county and state actors and NGOs further strengthen sustainability and position participants to take lessons learned and apply them in other pro-democracy efforts, advocacy campaigns, and conflict mitigation initiatives. The individuals and groups whom The Carter Center has recruited as part of their CRN leadership teams have been selected because they are not only influential, but credible and reliable. Their guidance and ongoing mentorship to Social Lab participants and broader community relationships will advance the ongoing vivacity of these networks and their positive influence.

5. Budget Detail and Narrative

Budget Category	Federal Request
Personnel	\$73,287
Fringe Benefits	\$19,971
Travel	\$3,672
Supplies	\$0
Contractual	\$411,700
Other	\$0
<i>Total Direct Costs</i>	\$508,630
Indirect Costs	\$48,472
TOTAL PROJECT COSTS	\$557,102

The following describes items included in the 15-month proposed budget in response to DHS's request for a full proposal on The Carter Center's Creating Conflict Resilience Through Social Labs project in Maricopa County, Arizona, Fulton County, Georgia, and Wake County, North Carolina.

A. PERSONNEL

The salaries proposed represent a percentage of the level of effort of key staff that will be supporting the project. This represents time spent directly on the project, including time in Arizona, Georgia, and North Carolina, or from Carter Center headquarters in Atlanta.

**The names listed indicate current staff holding each position and are subject to change.*

Stacia George, Director, Conflict Resolution Program. Ms. George oversees the Conflict Resolution Program at The Carter Center and plays an important leadership role in project management for US Violence Mitigation. This is the time we expect Ms. George to spend on this effort per year and the dollar amount this time represents:

Year One: 4% of annualized effort/salary amounting to \$7,200

Year Two: 1% of annualized effort/salary amounting to \$1,854

Nathan Stock, Associate Director, U.S. Violence Mitigation, Conflict Resolution Program. Mr. Stock leads USVM's novel project designed to help reduce identity-based violence in the U.S. Stock will manage operations in Maricopa County, Arizona, and Wake County, North Carolina. This is the time we expect Mr. Stock to spend on this effort per year and the dollar amount this time represents:

Year One: 20% of annualized effort/salary amounting to \$19,200

Year Two: 5% of annualized effort/salary amounting to \$4,944

Tom Crick, Project Advisor, Conflict Resolution Program. Crick will manage operations in Fulton County, Georgia. This is the time we expect Mr. Crick to spend on this effort per year and the dollar amount this time represents:

Year One: 20% of annualized effort/salary amounting to \$19,200

Year Two: 5% of annualized effort/salary amounting to \$4,944

Colin Dailey, Program Associate, U.S. Violence Mitigation, Conflict Resolution Program. Mr. Dailey will manage day-to-day operations of the project including invoicing, scheduling, and coordination with consultants and Conflict Resilience Network members. This is the time we expect Mr. Dailey to spend on this effort per year and the dollar amount this time represents:

Year One: 20% of annualized effort/salary amounting to \$10,000

Year Two: 20% of annualized effort/salary amounting to \$2,575

Evan Leendertse, Data Analyst, Conflict Resolution Program. Mr. Leendertse will perform statistical analysis on data gathered from this project. He will identify key findings for the Conflict Resolution Program and provide data support for Social Labs. This is the time we expect Mr. Leendertse to spend on this effort per year and the dollar amount this time represents:

Year One: 4% of annualized effort/salary amounting to \$2,680

Year Two: 1% of annualized effort/salary amounting to \$690

B. FRINGE BENEFITS

Fringe is calculated at 27.25% of headquarters (Atlanta) salaries according to institutional policy. It includes retirement, social security (as mandated by U.S. law), and various types of insurance including health, dental, life, and disability. As fringe benefits can be specifically identified and are calculated as a percent of salaries charged to an award, they are not part of our indirect calculation.

Year One: \$15,977

Year Two: \$3,994

C. TRAVEL

The budget for airfare is consistent with average costs for domestic travel, while daily lodging and per diem for domestic travel are consistent with U.S. State Department recommended rates. Travel is included for the following items:

Associate Director to Phoenix - A total of two, two-day trips have been included for the Associate Director to travel from Minneapolis to Phoenix in year one.

Associate Director to Raleigh - A total of two, two-day trips have been included for the Associate Director to travel from Minneapolis to Raleigh in year one.

D. SUPPLIES

There are no supplies costs for this project.

E. CONTRACTUAL

Ronald Barber, Arizona State Lead. Mr. Barber is contracted to work with The Carter Center and will be paid at a rate of \$75 per hour. Mr. Barber will dedicate an average of four hours per week to this project over the course of fifteen months.

Year One: 148 hours, \$11,000

Year Two: 37 hours, \$2,775

Don Henninger, Arizona State Lead. Mr. Henninger is contracted to work with The Carter Center and will be paid at a rate of \$75 per hour. Mr. Henninger will dedicate an average of four hours per week to this project over the course of 15 months.

Year One: 148 hours, \$11,000

Year Two: 37 hours, \$2,775

Leonardo Smith, Georgia State Lead. Mr. Smith is contracted to work with The Carter Center and will be paid at a rate of \$75 per hour. Mr. Smith will dedicate an average of four hours per week to this project over the course of fifteen months.

Year One: 148 hours, \$11,000

Year Two: 37 hours, \$2,775

Rashad Richey, Georgia State Lead. Mr. Richey is contracted to work with the Carter Center and will be paid at a rate of \$75 per hour. Mr. Richey will dedicate an average of four hours per week to this project over the course of fifteen months.

Year One: 148 hours, \$11,000

Year Two: 37 hours, \$2,775

Jennifer Roberts, North Carolina State Lead. Ms. Roberts is contracted to work with the Carter Center and will be paid at a rate of \$75 per hour. Ms. Roberts will dedicate an average of four hours per week to this project over the course of fifteen months.

Year One: 148 hours, \$11,000

Year Two: 37 hours, \$2,775

Robert Orr, North Carolina State Lead. Mr. Orr is contracted to work with the Carter Center and will be paid at a rate of \$75 per hour. Mr. Orr will dedicate an average of four hours per week to this project over the course of fifteen months.

Year One: 148 hours, \$11,000

Year Two: 37 hours, \$2,775

Root Change, Academic Research and Measurement and Evaluation Partner. Root Change will be contracted in the amount of \$328,450 to coordinate, facilitate, and design Social Labs in Maricopa County, Fulton County, and Wake County. Root Change costs are phased into three sections: Social Lab Launch, Social Lab Reflection Workshops, and Additional Measurement, Evaluation, and Learning.

Year One, Social Lab Launch Total: \$74,850

Year One, Social Lab Reflection Workshops: \$171,450

Year One, Additional Measurement and Learning: \$25,000

Year Two, Social Lab Reflection Workshop: \$57,150

E. INDIRECT COSTS

The Carter Center's current provisional Negotiated Indirect Cost Recovery Agreement (NICRA) rate is 9.53% of a total direct cost base.

Year One: \$38,778

Year Two: \$9,694

Appendices

A. Completed Implementation and Measurement Plan (IMP) Template

Organization Name(s)	The Carter Center (TCC) and Root Change
Project Title	Creating Conflict Resilience Through Social Labs
Grant Number	Opportunity Number DHS-22-TTP-132-00-01
Grant Implementation Period	15 months
Project Goal Statement	
The Carter Center with partner Root Change, aims to build awareness and capacity at the community grassroots level to mitigate the threatening forces of division, radicalization and identity-based violence and reinforce long term social cohesion, resiliency, and sustainable democratic principles.	
Target Populations	
Within three of the most high-risk counties in the country, grass roots level community leaders will be selected who are positioned to constructively impact local and state level violence mitigation. Individuals, including grassroots activists, civic groups, non-profit service providers, local employers, school personnel, youth groups and faith leaders will represent a range of age groups, gender, and historically marginalized populations that reflect the demographics of the countries from which they come. In addition, their colleagues and peers who are from these communities will be linked to the project.	

Goal: The Carter Center, with partner Root Change, aims to build awareness and capacity at the community grassroots level to mitigate the threatening forces of division, radicalization and identity-based violence and reinforce long term social cohesion, resiliency, and sustainable democratic principles.

Objective 1.1: Develop the capacity of 150 community influencers at the grassroots level (including activists, civic groups, non-profit service providers, local employers, school personnel, and faith leaders) across three counties in Arizona, North Carolina, and Georgia respectively to use social labs and the lean experimentation process to develop strategies that mitigate electoral and identity-based violence.

Objective 1.2: Build greater awareness among the 150 social lab participants in the same three counties, as well as local community members, civic actors, practitioners, academic researchers and others outside of the labs, of the dangers of political polarization and radicalization.

Implementation Plan Table

Objectives	Activities	Inputs/Resources	Time Frame	Anticipated Outputs
Objective 1.1	Activity 1.1.1: TCC and Root Change personnel will hold ‘Nominator Network’ Consultations with CRN members and representatives from relevant NGOs, such as	TCC and Root Change personnel in each state, CRN participants, representatives from related state and local NGOs, meeting	Within the first 20 days of program initiation	List of organizations and individuals to contact, as part of the effort to recruit 50 social lab participants from each of the three counties (Maricopa

	Braver Angels, to receive recommendations and guidance to inform the recruitment of a diverse and representative pool of 50 Social Lab participants in each of three counties (in Arizona, Georgia, and North Carolina, respectively)	rooms, pads and writing utensils or laptop computers.		, Fulton , and Wake)
	Activity 1.1.2: TCC and Root Change personnel will conduct calls and interviews to recruit Social Lab participants	TCC and Root Change personnel, candidates to be Social Lab participants, phones and computers for communication	Within the first 30 days	50 participants for each county social lab in each of the three states
	Activity 1.1.3: TCC and Root Change personnel will convene and facilitate launch workshops to build capacity of Social Lab participants in implementing the Lean Experimentation process. At launch events in each of the three counties, Lab participants will convene to ideate and co-design solution strategies.	TCC and Root Change personnel in each county; 150 lab participants (50 from each county); workshop venue; ground transportation when necessary for both lab participants and personnel to workshop venue; audio-visual materials (i.e., laptop and slide projector, and cord), tables and chairs; refreshments, lunch if necessary; handouts with data and evidence of risks and impacts of polarization and radicalization	Q2	Social lab participants increase their awareness of the risks and impacts of polarization and radicalization and have the capacity to conduct the Lean Experimentation process
	1.1.4: Lab participants will convene community members to test the proposed solution strategies and determine viability and effectiveness.	Low resource meeting venues in accessible locations, 150 social lab participants (50 in each county)	5-7 experiments in each county every quarter, beginning in Q2-Q5	Solution strategies are locally co-designed and tested; collaborative practices are initiated and reinforced; relationships of trust begin to evolve.
	1.1.5: Learning and Reflection Workshops. All social lab participants will convene every three months for a one-day Reflection	50 lab participants in each county; Root Change and TCC personnel in each of	1 session every quarter beginning three months after the	Strengthened capacity of lab participants to lead and implement Lean Experimentation processes and co-

	Workshop to discuss what each team has learned through their Lean Experimentation activities, receive peer feedback, and redesign another round of experiments.	three counties for each session	Social Lab launch workshop	design solutions specifically to address risks or threats of polarization and identity-based violence
Objective 1.2	Activity 1.2.1: Every six months, lab participants will convene to network with peers from other social labs, to share experiences and lessons learned and to widen networks and strengthen relationships.	Meeting venue; refreshments; handout/communication materials; ground transportation for lab participants and personnel as needed.	Every 6 months from the beginning to the end of the project	Continued reinforcements of network relationship; higher probability of sustainability advanced; trust grows; awareness and learning continue.
	Activity 1.2.2: End of project Virtual Summit. TCC and Root Change will host a virtual summit to convene Social Lab participants with state actors and influencers from the CRNs and relevant NGOs to discuss challenges, share successes, identify and champion effective practices, and enhance coordination among allies.	Laptops and internet connections; 150 lab participants; broader community influencers; CRN and NGO representatives; TCC and Root Change personnel	1 total; at the end of the project	Broadened community awareness, support, engagement, and participation in mitigating threats and advancing pro-democracy principles.

Measurement Plan Table

Activity #	Performance Measures and Targets	Data Collection Method and Time Frame
1.1.1	<p>Performance Measure: Number of names and organizations gained from consultation meeting that match target population profile</p> <p>Target: Contact information for 20 potential social lab participants or local influencers in each of the three counties (total 60), who can connect us with a wider pool of candidates.</p>	Face to Face meetings and calls with members of CRN and relevant NGOs to obtain candidate names and/or community leads; Recorded list; Completed within first 20 days of project.
1.1.2	Performance Measure: Number of social lab partners recruited and confirmed.	Phone calls or in-person meetings with candidates and local referral contacts with records of all candidates providing selection criteria and noting willingness of candidates to

	<p>Target: 50 in each of three counties (150 total) with demographics reflecting those of the target county and historically marginalized groups are included.</p>	<p>join. Using anonymous identifiers, submitted check lists will demonstrate a purposive sampling process that aims to include women, a broad age range, and underrepresented groups reflective of those within the county. In addition, reports will include qualitative data that records additional or unique efforts made to access and include influencers from marginalized communities to be submitted within the first quarter.</p>
1.1.3	<p>Performance Measure 1.1.3.1: Number of social lab participants trained in each county to conduct Lean Experimentation processes (with information on demographics represented)</p> <p>Target 1.1.3.1: 50 social lab participants trained from each of three counties (Arizona, North Carolina, and Georgia) for a total of 150</p>	<p>Hold workshops and record number of attendants who complete workshop; Workshops are held in each county within the first 60 days of the project, and reports from each county will be submitted within 2 weeks of the workshop conclusion. Pre-and post-workshop surveys will be used to track changes in understanding as well as workshop effectiveness. Aggregate totals will be reported, and data will also be disaggregated by county, age, sex, and other demographic factors that track minority populations targeted to reflect each county's population.</p>
	<p>Performance Measure 1.1.3.2: Number of social lab lean experiment teams established in each county.</p> <p>Target 1.1.3.2: 5 social lab lean experimentation teams in each county with a minimum total of 15</p>	<p>Lean experimentation plans, including key assumptions, proposed activities, and performance measurement criteria.</p>
	<p>Performance Measure 1.1.3.3: Increase in trust among lab participants</p> <p>Target 1.1.3.3: Increase in Net Promoter Scores of 15 points</p>	<p>TCC will use feedback surveys qualitative interviews and record results as part of each workshop; Surveys will capture Net Promoter Scores (NPS). Interviews will capture level and change in trust that participants feel across bi-partisan or demographic lines; Interview questions will also measure perceptions of how and whether participants believe that sustainable solutioning can be accomplished at the community grass roots level.</p>
1.1.4	<p>Performance Measure: Number of community members convened to test proposed solutions</p> <p>Target: 20 community members per county, in addition to existing social lab participants</p>	<p>TCC and Root Change personnel will complete reports on convenings with community members, including numbers of meeting</p>

		participants and key feedback for future dissemination, from Q2-Q5.
1.1.5	<p>Performance Measure: Number of reflection workshops convened</p> <p>Target: 3 reflection workshops per lab, for a total of 9 workshops in three states</p>	TCC and Root Change personnel will complete reports from each reflection workshop, capturing key ideas and lessons learned, from Q2-Q4, for future use and dissemination to other networks and as well as interested community members, academics, and practitioners.
1.2.1	<p>Performance Measurement 1.2.1.1: Number of networking events held</p> <p>Target 1.2.1.1: An aggregate total of 2 networking events will be held during the program.</p>	TCC and Root Change personnel will complete reports of each networking event, including the attendance record. These networking events will begin at the end of the second quarter (six months after initiating program).
	<p>Performance Measurement 1.2.1.2: Number of persons attending 2 networking events, disaggregated by lab participants and non-lab participants, county of participation, age, sex, and party affiliation, as well as other predetermined demographic characteristics.</p> <p>Target 1.2.1.2: 150 virtual participants</p>	Reports will include attendance records and anonymous qualifying information on participants that will be collected during the event through a self-reporting survey.
1.2.2	<p>Performance Measurement 1.2.2.1: Number of learning summits held</p> <p>Target 1.2.2.1: One summit</p>	TCC and Root Change personnel will submit reports describing the event at the end of the project.
	<p>Performance Measurement 1.2.2.2: Number of persons attending the event disaggregated by sex, age, and particular demographic delineators that reflect the county population and target traditionally marginalized groups</p> <p>Target 1.2.2.2: A total of 250 persons to include all 150 lab participants, plus external community members</p>	TCC and Root Change personnel will record attendance at the summit. An attendance list will be disseminated through which participants self-report and populate a table that asks for data on age, gender, and specific group characteristics that will be defined ahead of the project with DHS colleagues. Those characteristics should reflect the population of each county and seek to gather data on traditionally marginalized groups, such as racial and ethnic minorities, persons with disabilities, persons identifying as LGBT+, etc. The summit report will be submitted two weeks after the virtual meeting at the end of the program.

Risk Management Plan

Risks Identified	Risk Analysis	Risk Management Plan
Increasing levels of partisan polarization may make recruiting a bipartisan mix of Social Lab participants challenging.	Social Labs heavily composed of participants from one side of the political spectrum or the other may be less effective than a more politically heterogeneous group. A lack of political diversity may make it more difficult to identify and constructively engage on community conflict challenges.	TCC and Root Change staff will work through Carter Center state leads – liberal and conservative alike – leveraging their relationships to identify a politically diverse range of participants.
A rise in COVID cases may make in-person meetings unsafe.	Launch workshops or reflection workshops, conducted virtually, may make building team cohesion more challenging than an in-person gathering would.	If increasing COVID cases necessitate virtual meetings, the facilitators will use small group meetings and a variety of ice-breakers and trust-building tactics to foster group cooperation.

B. Resumes/CVs of Key Personnel

Stacia George

Experienced, tenacious, and effective national security and international development leader, advocate, and analyst with more than 18 years of rapid and progressive success managing teams and programs in 21 conflict, post-conflict, authoritarian, and/or democratically transitioning countries, including working within and with various government institutions. Experience managing budgets over \$250 million and teams of more than 200 people. Senior consultant on management solutions and start-ups. Committed to social change and highly adept at analyzing political, operational, and social issues and leading political, development, resilience, and recovery efforts on their behalf. Effective at designing and managing the technical, operational, and communications aspects of development, resilience, conflict management, media, democracy, counterterrorism, rule of law, and governance initiatives to address humanitarian, peacebuilding/conflict, social, and governance issues. Board member of Invisible Children. Proficient in French and Spanish-speaking environments.

Core Competencies

- Complex Crises Stabilization & Recovery
- Alliance Building & Government Relations
- Strategic Communications Campaigns
- Leading & Managing Large Teams
- Advocacy, Fundraising, & Representation
- Grants & Contract Management
- National & Community-level Best Practices On Conflict Management, Stabilization, Citizen Security, Human Rights, Rule of Law, Countering Violent Extremism, and Peacebuilding
- Analysis & Strategic Planning

EXPERIENCE

THE CARTER CENTER

DIRECTOR, CONFLICT RESOLUTION PROGRAM

Washington, D.C.

April 2021 - Present

- Lead the strategy of and ensure results from programs to prevent and resolve conflicts in Mali, Sudan, Israel-Palestine, Syria, and the United States.
- Represent The Carter Center at senior levels and provide technical expertise on a variety of areas related to conflict and peacebuilding.
- Manage a team of over 40 staff and more than \$8 million in programs implemented in complex, insecure environments.

CHEMONICS INTERNATIONAL INC.

DIRECTOR, WEST AND CENTRAL AFRICA AND HAITI

Washington, D.C.

March 2017 – April 2021

- Lead the design and implementation of development programs related to peace, rule of law, countering violent extremism, organized crime, resilience, complex crises, democracy and governance, and social inclusion
- Manage the \$63 million Burkina Faso Regional Program supporting stabilization in key areas of Burkina Faso
- Directed a \$5.7 million project in collaboration with senior levels of six key Ghanaian justice system agencies (Courts, police, prosecution, legal aid, organized crime, and prisons) to design and implement a system to track cases through the justice system to increase efficiencies, address human rights, and reduce corruption; implemented innovative cost saving measures to reduce costs by \$1 million
- Managed and now serve as a technical expert on the \$2.6 million Security Sector Governance project providing technical support to the Security Governance Initiative in Kenya, Ghana, Mali, Niger, and Nigeria; Leading research on disinformation in Niger and its impact on organized crime and terrorist groups; Wrote a guide to gender and security sector reform and directed and edited politically-sensitive organized crime assessments in Mali and Niger, a justice sector assessment in Kenya, and a guide to security sector governance indicators
- Led a Mauritanian team working with over 1,100 religious leaders, youth, and women to apply institution-building techniques and countering violent extremism best practices that resulted in a 61% increase in the Mauritanian Ministry of Islamic Affairs capacity to counter violent extremism
- Successfully led proposals to win the over \$300 million USAID/OTI Iraq Regional Program as well as \$985,000 for the Mauritania Countering Violent Extremism Program; routinely mentor and advise on proposals across the company related to complex crisis recovery, peace, employment generation, democracy, and governance

USAID's OFFICE OF TRANSITION INITIATIVES

DEPUTY DIRECTOR

Washington, D.C.

November 2014 – January 2017

- Provided leadership and management of an over 220-person office charged with rapidly responding to complex crises around the world, including oversight of its annual average budget of \$250 million and locally-led programming in up to sixteen U.S. foreign policy priority countries such as Syria, Libya, Nigeria, and Pakistan.
- Oversaw programs that include governance, crisis response, countering violent extremism, peacebuilding, agriculture, education, youth, infrastructure, community development initiatives, media, economic growth, health, and strategic communications campaigns for behavioral change in up to sixteen countries overseas
- Advocated for an increase in Transition Initiative funds, resulting in budget requests that are higher than the existing budget by \$10 million in Fiscal Year 2017 and \$30 million in Fiscal Year 2018 and approval of a budget amendment that resulted in an existing annual account that increased by almost 100%
- Led strategic communications and partnership efforts including creating the first comprehensive OTI briefing book, congressional engagements, and initiating Devex's Conflict in Context campaign, which reached over 9 million social media users and over 100,000 views on YouTube around OTI's work, resulting in greater awareness and support for its work and policy efforts

SENATOR CHRIS COONS / GALLOWAY FAMILY FOUNDATION

FOREIGN POLICY FELLOW

Washington, D.C.

April 2014 – September 2014

- Served as professional staff to Senator Coons and the Senate Foreign Relations Africa Subcommittee including by providing advice on Foreign Operations appropriations and authorizations; drafting legislation; and building bipartisan efforts to address atrocities, conflict, and humanitarian crises

CAERUS ASSOCIATES

PRINCIPAL, GOVERNMENT SERVICES

DIRECTOR

LECTURER/ TRAINER

Washington, D.C.

April 2013 – March 2014

Sept. 2012 – March 2013

Sept. 2011 – August 2012

- Managed the people, budgets, operations, and program approaches that were used to implement 13 U.S. Government projects valued at \$3.3 million on issues such as violent extremism, rapid response development efforts, conflict management, gangs, narcotics, and monitoring and evaluation
- Led an urban assessment of San Pedro Sula, Honduras, assessing municipal services as well as social, political, and economic dynamics to determine the root causes of violence and how to address it
- Designed and managed an innovative project for USAID on Syria to remote sense and report on real-time developments on the ground and monitor USAID projects, resulting in better informed programming and oversight
- Leveraged and built relationships and capabilities that brought \$3.35 million in 10 new business engagements

GEORGETOWN UNIVERSITY

Institute For The Study Of Diplomacy

COUNCIL ON FOREIGN RELATIONS INTERNATIONAL AFFAIRS FELLOW

Washington, D.C.

Aug. 2011 – Aug. 2012

- Developed case studies and advised U.S. Government officials on counterinsurgency efforts and policy
- Co-designed and co-lectured a course on U.S. Engagement in Afghanistan to improve students' ability to assessing and designing appropriate interventions for unstable environments
- Contributed to a bipartisan national security strategy
- Published on complex operations and the use of soft power

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

USAID Office Of Transition Initiatives (OTI)

SENIOR TRANSITION ADVISOR

Washington, D.C. & Field Assignments

Feb. 2010 – Aug. 2012

- Led the OTI team in Kandahar and managed its \$160 million Southern Afghanistan program
- Conducted the assessment and design of USAID/OTI's \$7 million stabilization program in Yemen
- Conducted management review of the \$88 million OTI/Haiti program, resulting in a more effective program
- Facilitated a 50-person session to review and revise the OTI/Sri Lanka Program's strategy
- Co-authored USAID's policy to address insurgency and violent extremism

USAID Office Of Transition Initiatives (OTI)

DEPUTY TEAM LEADER FOR ASIA AND THE MIDDLE EAST

Washington, D.C.

June 2009 – Feb. 2010

Tom Crick

Tom Crick is a veteran mediator, analyst, project manager and educator, specializing in peace building, conflict management, and democracy support at the elite and community levels, internationally and in the U.S. Principle areas of work have included North Korea, the Great Lakes region, China, Ethiopia, Sudan, Uganda, Liberia and the U.S.

Employment

- 2021 to Present** **Project Advisor, Conflict Resolution Program, *The Carter Center***
Project advisor to the Center's U.S. Violence Mitigation Project. Responsible for implementing violence mitigation programming in the state of Georgia and providing analysis, strategic advice, partner liaison, and learning management for overall project.
- 2008 to 2020** **Associate Director, Conflict Resolution Program, *The Carter Center***
Initiated and oversaw a 14-year Access to Justice (ATJ) project in Liberia. ATJ was community justice, violence prevention and peace building initiative conducted in partnership with the Government of Liberia and community stakeholders. Under Crick's leadership, the project received excellent external evaluations and raised over \$15 million from multiple donor sources. In 2014/2015 Crick was the designated coordinator for the Center's Ebola support efforts, including the mobilization of national chieftaincy structure in partnership with the Ministries of Health and Internal Affairs, UNICEF and the CDC. Crick and the Carter Center received multiple awards from the Government of Liberia and civil society for this work which was featured in the CDC's exhibit of the W. Africa Ebola response.
- Worked to support multiple conflict resolution initiatives with former U.S. President Jimmy Carter and other projects and in support of overall program administration. Functions include program design, implementation, fundraising, budgeting, personnel and intern management, reporting, writing, public speaking, media appearances, annual and strategic planning, liaison with external partners, monitoring and evaluation, and inclusion.
- 2014 to 2019** **Adjunct Professor, *Emory University School of Law*,**
Co-taught advanced-level seminar in Advanced International Negotiation. Also, guest lecturer in Masters of Development Practice program at Emory.
- 2000 to 2008** **Senior Political Analyst & Assistant Director, Conflict Resolution Program, *The Carter Center***
Responsible for providing Conflict Resolution Program and President Carter with research, analysis and recommendations for action relating to conflict within and between states. Responsible for all phases of project design and implementation of select projects. Project Manager for President Carter's mediation between the Heads of State of Sudan, Uganda, and the Lord's Resistance Army 1999-2003. Mediated agreements between two Fortune 500 companies and a farmworker alliance.
- 1998 to 2000** **Senior Program Associate, *The Carter Center*.**
Served as project officer and principal deputy to the Associate Executive Director (AED) in charge of all Carter Center (TCC) Peace Programs, including conflict resolution, democratization, and human rights. Responsibilities include supporting the AED on a full range of management issues, including strategic planning, annual budgeting, fundraising, personnel management, and public information.

Nathan Stock

Senior peacebuilding professional, specializing in conflict analysis and resolution. Self-starter, with excellent communication and program management skills. Significant experience designing and implementing strategic conflict mitigation initiatives in the Middle East and the United States.

EXPERIENCE

Associate Director, The Carter Center, Travelers Rest, SC, Aug 2017-Present

- Leading the Carter Center's U.S. Violence Mitigation project. USVM is a one-of-kind strategic effort to preempt rising political violence in the United States. The project brings together four core components. (1) Foremost, it is grounded in the Carter Center's decades of experience strengthening democracy and mitigating armed conflicts around the world. As such, USVM has been designed through a lens of international best practices, now being applied to the U.S. From that foundation, USVM brings together a unique roster of personnel and partners – including (2) Democratic and Republican former elected officials and campaign strategists, (3) cutting edge data analytics marshalled to highlight violence risk at the local level, and (4) a conflict-sensitive communication and messaging strategy. USVM is leveraging these elements to build cross-partisan Conflict Resilience Networks (CRNs) in at-risk states. These networks are designed to identify and mobilize trusted community leaders from a variety of backgrounds to act as credible pro-democracy/anti-violence messengers. These networks in turn will be able to help restore confidence in democratic processes, counter disinformation, and mitigate identity-based violence.

Founder and Principal, CRD Connect, LLC, Travelers Rest, SC, Aug 2017-Present

- Established a consulting firm providing strategic conflict analysis and mitigation services.
- Clients have included the European Council on Foreign Relations, DanChurchAid, CENTRA Technologies, the Forum for Human Rights in Israel/Palestine, the Carter Center, and Leidos.
- Led a pilot project on behalf of the Carter Center to mitigate political/identity-based violence in American communities. Oversaw the aggregation of various quantitative datasets to identify locales at risk of unrest, surrounding U.S. elections; facilitated workshops with faith leaders and community activists, equipping them with targeted messaging designed to bolster local resilience to political violence; coordinated with civil and human rights organizations to advocate vis-à-vis the Georgia business community on anti-violence messaging; and oversaw research on trends in U.S. militia activity, as part of an effort to prepare law enforcement to address the phenomenon.

Adjunct Professor, Furman University, Greenville, SC, May 2019-Present

- Co-facilitator of Intergroup Dialogue, a course designed to help undergraduate students engage one another constructively across lines of political/identity difference.
- Taught Leadership for Social Justice, an 800-level graduate course in Furman's Education Specialist degree program. The course trained school administrators to understand and respond to cultural differences, as well as systems of privilege and oppression, in American schools.

Non-Resident Scholar, The Middle East Institute, Travelers Rest, SC, Oct 2017-Present

- Publish articles on recent developments in the Israeli-Palestinian conflict, supported by key informant interviews and other primary source research.
- Published a monograph making policy recommendations for conflict mitigation and exploring drivers of violence in Israel-Palestine, the culmination of a two-year project to collect and analyze data on political and social trends impacting the conflict. The latter included convening a series of workshops with Israelis and Palestinians, facilitating brainstorming and analysis; conducting dozens of interviews with a range of Israelis and Palestinians across the ideological spectrum; and helping to design and analyze three public opinion surveys.

Field Office Director, The Carter Center, Jerusalem, Dec 2013-Jun 2017

- Designed and implemented the Carter Center's strategy for mitigating the Israeli-Palestinian conflict, with a focus on advocating for international support to stabilize the Gaza Strip, renew Palestinian democracy, and end the cycle of Israel-Gaza wars.
- Led analysis of the Israeli-Palestinian conflict, conducting hundreds of interviews with conflict stakeholders and drafting over 150 analytical reports for former President Jimmy Carter.
- Established the Carter Center Jerusalem Office as a preeminent nonprofit resource for the diplomatic community on policy questions related to the Israel-Gaza and intra-Palestinian conflicts. Accomplishments included: (1) Building effective working relationships with a network of Israeli and Palestinian officials, diplomats from numerous countries, aid workers, activists, and journalists; (2) Delivering over 200 briefings to diplomats; (3) Drafting eight policy papers with recommendations for the diplomatic community, Israeli interlocutors, and U.S. officials, including senior State Department and NSC personnel; (4) Writing four articles for publication, either under my name or for President Carter; and (5) Outlining a strategy for the Egyptian government to facilitate Palestinian reunification, aspects of which they pursued beginning in the fall of 2017.
- Conducted regular dialogue with Hamas officials in an effort to reduce violence and rehabilitate Palestinian democracy. Facilitated back-channel communication between Hamas and Western diplomats during the 2014 Gaza war; negotiated possible modalities for Hamas's withdrawal from an Israel-Gaza border crossing; facilitated indirect negotiations between Hamas and other Palestinian factions on parameters for holding Palestinian elections.
- Supported President Carter's diplomatic démarches on the Israeli-Palestinian conflict. Drafted memos and talking points with policy proposals designed to stabilize Gaza, counter Israeli settlement growth, and preserve the two-state solution, for use in President Carter's engagements with Secretaries of State Kerry and Tillerson, as well as other officials.
- Managed the Carter Center Israel-Palestine Field Office, including \$1 million in annual grant funding and a multinational team in Ramallah, Gaza, and Tel Aviv.
- Designed a database for tracking outputs and impacts, facilitating program evaluation.
- Served as lead writer on two grant proposals for the Khalaf Ahmad Al Habtoor Foundation that secured \$1 million in funding for the Carter Center's Israel-Palestine program.

Assistant Director, Conflict Resolution Program, The Carter Center, Atlanta, GA, Oct 2008-Nov 2013

- Monitored and analyzed the Israeli-Palestinian, intra-Palestinian, intra-Syrian, and intra-Lebanese conflicts, as well as post-Arab Spring Egypt. Led dozens of conflict assessment missions to the Middle East, engaging local activists, journalists, aid workers, and analysts. Advocated vis-à-vis political leaders, UN officials, and sundry diplomats to enhance democracy and mitigate conflicts.
- Collaborated regularly with the Charity and Security Network, the Alliance for Peacebuilding, and other U.S. NGOs on advocacy targeting the Obama administration, seeking to reform U.S. terrorist designation systems to facilitate peacebuilding and humanitarian assistance.

- Secured approximately \$50,000 in funding from UNDP for a proposal I developed to mitigate the Fatah-Hamas conflict within Palestine. The project conducted focus group discussions on the impacts of the Fatah-Hamas conflict with an array of community leaders. Produced recommendations for transitional justice initiatives designed to address community-level disputes arising from the intra-Palestinian conflict, which were shared with the Palestinian leadership. Also, developed recommendations for a constitution-drafting process to build consensus between the Palestinian factions.
- Assisted with the development of a démarche to the Syrian government designed to facilitate credible political reform in Syria. Subsequently, liaised closely with the UN and other international stakeholders seeking a resolution to the Syrian civil war.
- Served as a short-term election observer for the June 2009 Lebanese parliamentary elections.
- Led the drafting of the Conflict Resolution Program departmental strategic plan.
- Secured \$500,000 in funding for the Carter Center's Israel-Palestine program as the lead writer for a proposal to the Khalaf Ahmed Al Habtoor Foundation.
- Managed two full-time staff, while coordinating the work of the Israel-Palestine office.

Program Coordinator, Initiative to Promote Afghan Civil Society (I-PACS), Counterpart International Inc., Kabul, Afghanistan, Jul 2006-Sep 2008

- Oversaw training module design and training delivery in areas including advocacy, participatory needs assessment, project design, adult training methodology, and strategic planning.
- Managed I-PACS capacity building trainings and trainings of trainers. Built a cadre of 65 trainers, within the 10 I-PACS Afghan partner NGOs, capable of delivering a range of community development and mobilization trainings.
- Tracked and coordinated all program implementation on this \$15 million grant from the U.S. Agency for International Development (USAID); responsible for all donor reporting.
- Designed and implemented a system for cataloguing and reporting on all program outputs, outcomes, and impacts; trained Afghan partner NGOs in the use of the reporting system.
- Managed a staff of five at Counterpart, while coordinating 50 staff at 10 Afghan partner NGOs.

Program Assistant/Program Officer, Counterpart International Inc., Washington, DC, Aug 2004-Jun 2006

- Worked in the Civil Society Division at this U.S.-based international development nonprofit, backstopping \$19 million worth of USAID, UK Department for International Development and privately funded civil society programming in Afghanistan, Belarus, and Vietnam. These projects were designed to facilitate citizen participation in democratic processes, provide basic services to impoverished communities, and prevent and mitigate conflict at the grassroots level. Duties included reporting to donors, evaluating program implementation, tracking program finances, and facilitating communication between headquarters and field staff.
- Wrote project proposals and budgets for \$20 million in civil society programming; donors included USAID, the U.S. Department of State, and the UN High Commissioner for Refugees.
- Conducted assessments in Palestine and Romania to design civil society programming.

Public Relations and Fundraising Officer, The Palestinian Center for Democracy and Conflict Resolution, Gaza City, Palestine, Sep 2001-Jun 2002

- Served on the Center's Executive Committee; helped set policy and strategic direction.
- Fundraised with dozens of potential donors, including international NGOs and governmental aid agencies at European, North American, and East Asian diplomatic missions.
- Helped design project proposals in conflict resolution training and human rights education.

Editor, The Ramattan Media Center, Gaza City, Palestine, Feb-Apr 2001

- Provided English language editing to an electronic newsletter covering the Second Intifada.

English Teacher, Amideast, Gaza City, Palestine, Mar 2000-Mar 2001, Jul-Aug 2001

- Taught English courses in which hundreds of students practiced all basic language skills.

English Teacher, Sanming Normal School, Sanming, China, Sep 1998-Jul 1999

- Taught English to 10th and 11th grade Chinese students.

SELECT PUBLICATIONS

- Seven Lessons The Carter Center Learned Working at Home, *The Alliance for Peacebuilding*, 27 May 2021
- How to reduce political violence in America, *openDemocracy*, 18 Aug 2020
- There Is No "Status Quo": Drivers of Violence in the Israeli-Palestinian Conflict, *The Middle East Institute*, 20 Aug 2019
- Renew Palestinian Democracy to Avert a Succession Crisis, *Lawfare*, 22 Jul 2018
- Hamas Supports Gaza's Protest Movement—And that's a Good Thing, *The Middle East Institute*, 16 May 2018
- The Palestinian President's Predicament, *The Middle East Institute*, 14 Feb 2018
- The Palestinian Quest for Reconciliation: Can it be Achieved?, *The Middle East Institute*, 1 Nov 2017
- Pressure versus Structure: Prospects for Quartet Reform and the Resolution of the Israeli-Palestinian Conflict, Paper and presentation at the United Nations International Conference in Support of Israeli-Palestinian Peace, Geneva, Switzerland, 30 Jun 2016
- Translating Mediation Guidance into Practice: Commentary on the UN Guidance for Effective Mediation, co-authored with the Mediation Support Network, 2013
- From Ralph Bunche to Herman Cain: The Evolution of U.S. Engagement on the Arab-Israeli Conflict and Its Implications for Palestine, Paper and presentation at the United Nations International Meeting in Support of Israeli-Palestinian Peace, Beijing, China, 19 Jun 2013
- The Wisdom of Reforming Terrorist Designations, *Foreign Policy*, 1 Jun 2012
- Talk to Hamas Now or Fight New Radicals Indefinitely, *Christian Science Monitor*, 9 Oct 2009

EDUCATION and TRAINING

The Black Campaign School, The Collective PAC, Greenville, SC, Apr 2019

- Invited to participate in a training on designing and managing political campaigns, with a focus on increasing minority representation in local, state, and national elected offices.

Diversity Leaders Initiative, The Riley Institute, Furman University, Greenville, SC, Jan-Jun 2018

- Selected from leaders throughout South Carolina to participate in this award-winning course on leading and managing in diverse environments.

School of International Service, American University, Washington, DC, Dec 2005

Master of Arts Degree, Summa Cum Laude, International Peace and Conflict Resolution

Colgate University, Hamilton, NY, May 1998

Evan Bloom

Evan Bloom is founder and managing partner of Root Change, an international non profit which helps social innovators scale up enduring solutions to social and economic problems by launching and supporting pattern-breaking social enterprises that advance new ways of connecting people, organizing efforts, and promoting open innovation.

Before founding Root Change, Evan served as the Vice President for Capacity Building at Pact, Inc. His duties included setting strategic directions for Pact's organizational strengthening initiatives and projects, developing new capacity building technologies and researching new pathways to higher nonprofit performance. During his 13 year tenure at Pact, Evan authored one of the most widely used capacity diagnostic tools in international development, co-founded the Impact Alliance www.impactalliance.org, a global action network committed to strengthening the capacity of individuals and organizations to generate deep impact, and founded the Capacity Building Services Group (CBSG).

Evan has worked in the field of international development and community development for 35 years. He has lived in South Asia and West Africa, and has undertaken numerous assignments abroad in more than 35 countries. Evan has been a consultant to over 50 U.S. international NGOs, Southern NGOs, the United Nations, the World Bank, Peace Corps, the United States Agency for International Development (USAID) and Fortune 500 Corporations including Dow Jones and Time, Inc. He teaches on innovation and strategic partnering at the Middlebury Institute of International Studies in Monterey California and Emory University in Atlanta.

Education

M.D., International Agriculture and Rural Development, Minor in Regional Planning, Cornell University, Ithaca, NY, 1992

B.A., Clark University, Worcester, MA, International Development and Social Change, 1985

Experience

Root Change, Washington, DC

- Founder and Managing Partner, December 2008 – present

Managing Director and founder of Root Change, a mission-driven social enterprise that directs a global performance-improvement consulting practice, helps social innovators launch enduring solutions to social and economic problems, educates social impact investors, and coordinates research programs, workshops and roundtables to drive innovations in social development.

Pact, Inc. Washington, DC

Vice President, Capacity Building, September 1998 - 2008

Direct Pact's organizational capacity building initiatives with USAID's Bureau of Private and Voluntary Cooperation, and United Nations Development Programs. Direct a 9 person capacity

building TA and training unit providing over two dozen INGO, and local NGO clients in 28 countries since 2000.

Program Officer for South East Asia, August 1995 to October 1997

Provided primary program and administrative support to Pact's programs in Vietnam, Cambodia and Burma/Myanmar. Represented Pact Headquarters at regional advocacy and human rights forums. Provided technical assistance to Pact's partners in the areas of small scale enterprise, credit, organizational development, and democracy and governance.

International Rescue Committee, Peshawar, Pakistan

Rural Assistance Program Coordinator, August 1993-November 1994

Directed the administration of 19.2 million dollar USAID and 2.4 million dollar European Union NGO-strengthening grant designed to assist in the development of local organizations and to improve economic and social conditions in Afghanistan. Planned and coordinated all administrative, training and programmatic activities. Directed program development, implementation, project oversight, monitoring, and evaluation of multi-sectoral subgrantee project activities in water supply, health and sanitation, agriculture, vocational and formal education, irrigation rehabilitation, small rural works, natural resource conservation, and small-scale enterprise.

UNFAO Food Security Program, Afghanistan

Project manager, Food Security, October 1993 - October 1994.

Managed one year agricultural seed distribution and monitoring project for UNFAO/IRC. Recruited and supervised 7 agronomists with jurisdiction in 8 provinces of Afghanistan. Oversaw the distribution of Quick Impact projects (QIP) for UNFAO/UNDP throughout Afghanistan.

Middlebury Institute for International Studies, School of Non Profit Management.

Adjunct Professor, 2000 - 2020

Teach graduate courses in community development, participation, and organizational effectiveness.

Emory University, Laney Graduate School Master in Development Practice

Adjunct Professor, 2018 - 2020

Teach graduate courses in innovation, strategic partnering and social network analysis.

Languages

French (FSI 2/2), Fulani/Pulaar (FSI 3)

C. Documentation of Commitment/Support



May 2, 2022

Paige Alexander
Chief Executive Officer
The Carter Center
453 John Lewis Freedom Parkway
Atlanta, GA 30307

Re: U.S. Department of Homeland Security (DHS) Fiscal Year 2022 Targeted Violence and Terrorism Prevention (TVTP) Grant Program, DHS-22-TTP-132-00-01

Dear Ms. Alexander:

Root Change is pleased to join The Carter Center's bid in response to the Notice of Funding Opportunity referenced above. You hereby have our agreement to propose us as a partner. We look forward to sharing our expertise, information, and networks.

Root Change is a global nonprofit, which helps social innovators scale-up enduring solutions to social and economic problems by designing products, technologies, and interactive experiences that help people, organizations, and communities build better futures for themselves. Root Change is widely recognized as a leading facilitator of organizational development for NGOs, social entrepreneurs and networks around the world. Through research, training, technical assistance, and mentoring services, Root Change helps communities and organizations to identify and pilot solutions and effectively manage institutional change. Hundreds of organizations worldwide, large and small, use Root Change's social labs, and its network strengthening and capacity assessment tools to improve their performance. The impact of Root Change capacity building approaches can be found in over twenty five countries, over 500 hundred NGOs and in over a dozen of the largest US NGOs. Root Change pioneered social network analysis (SNA) in the social change sector and has worked with organizations in 25 countries, including the US, to map and analyze social systems.

Root Change is the creator of Pando, an online platform that integrates SNA and feedback surveys to create a holistic understanding of the system of actors and track systems change over time as actors work together to strengthen the system. Root Change's approach to SNA involves developing the capacity of organizations to co-design network maps with local stakeholders and facilitate dialogue about the system with network map participants to draw out actionable insights together. Root Change has provided technical support and coaching to over 20 advocacy and collective action initiatives in the United States and a dozen countries in Africa, Asia, and Latin America. Root Change signature tools and platforms include collective impact, social labs, relationship mapping, and Constituent Voice Feedback.

Please consider this letter a wholehearted commitment by Root Change to work with The Carter Center on this project. We look forward to working with you and are confident that together we will produce solid and significant results. Barring any unforeseen circumstances, Root Change will be available to provide services in its areas of expertise should a program be awarded.

We wish The Carter Center success with this proposal and look forward to working with you and the Department of Homeland Security in this important work.

Sincerely,

A handwritten signature in dark ink, appearing to read 'E. Bloom', with a stylized, cursive script.

Evan Bloom
Co-Founder and Managing Partner, Root Change Inc.